

DRAFT

MEMORANDUM FOR: Executive Secretary  
FROM : [REDACTED] Deputy Chief, Benefits and Services Division  
SUBJECT : Agency Response to Combined Federal Campaign  
REFERENCE : Memo fr D/Pers to DCI, dtd 24 Nov 76,  
Subject: 1976 Combined Federal Campaign

STATINTL

1. After your telephone call concerning this past year's Combined Federal Campaign, I reviewed the final report of the Agency's participation. Aside from the fact that the DDI is consistently a strong participant and typically has its contributions in early in the Campaign, I do not see sufficient statistical evidence to make further conclusions about the giving of any particular groups of employees. Apparently, the key to DDI's success is involvement of management at all levels, before and during the Campaign. For example, during the Campaign each component vice-chairperson is required to report on Friday the number of pledge cards returned and an estimate in dollars and cents of those who are participating. These component reports are tabulated by the Directorate representative who then submits them to the DDI. The DDI reports the weekly results the following Tuesday as an item on the

Agenda to be reported to his office directors. The DDI Directorate has always stressed the importance of having the pledge cards returned to keypersons as soon as possible, thereby avoiding lost cards and enhancing early reporting. Progress during the Campaign is displayed on the DDI bulletin board.

2. It was not the intent of referent, or the data attached thereto, to isolate areas of poor participation. Rather, it was intended to give an overall summary of the full Campaign and to make some suggestions as to how the participation of the Agency as a whole might be raised. The statistics attached to referent deal exclusively with amounts contributed and percents of goal achieved. This is deemed significant since the whole CFC is goal oriented with a goal of contributions being set for the total Federal workforce, for the various departments and agencies, etc. Furthermore, the CFC headquarters devotes a great deal of time to reporting percentages of goal achievements throughout the Campaign. But another statistic that gets close attention within the Office of Personnel is the rate at which Agency pledge cards are returned. (For audit purposes, all cards must be returned regardless of whether a contribution is made or not.) As would be expected, the units with the greater achievements of goal are those who also are first to accomplish full return of their pledge cards. Conversely, low goal achievement is typically associated with slow response. It is doubtful if anyone really needs nine weeks to decide how much, if anything, they are going to contribute.

3. I am not sure if this is fully responsive to your request; however, we do not have sufficient data to categorize high or low contributors. Hopefully we will be able to improve future CFC participation through greater involvement by management at all levels, emphasis on the early return of pledge cards and through more publicity designed to bring about an increased awareness of the needs of others.

STATINTL



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# ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: *[Signature]*

DC/BSD  
5E 56, Hqs.

EXTENSION

NO.

DATE

15 February 1977 STATINTL

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

C/BSD

*2/15 E*

2.

DD/Pers/SP

15 FEB 1977

*[Signature]*

3.

16 FEB 1977

DD/Pers

16 FEB 1977

*[Signature]*

4.

*DD/SP - Ben to*

16 FEB 1977

*[Signature]*

5.

*note to Evans to discuss rather than*

6.

*send a note*

*[Signature]*

7.

8.

*[Signature]*

*2/16 E*

9.

10.

11.

12.

13.

14.

DC/BSO

15.

3. Ben:

Attached is a draft memo to Ben Evans triggered by the phone call which he made to you regarding CFC and in which you referred him to me. In our telephone conversation, he indicated to me that ADCI had sent him a note with our 24 Nov 76 wrap up of the 1976 CFC saying, "Please have a quiet look into some meaning of" certain groups of employees who are low contributors. Our conversation was terminated with Ben Evans asking that I take a look at the file and call him back some day to discuss further. He indicated he was in no hurry to do so.

Bill

*Bill has his finger on the problem -- Look of interest and push on part of some managers.*

*14/ for discussion with Evans.*

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The participation by Agency employees, measured in contributions and pledges, in the annual Combined Federal Campaign has been decreasing over the last several years, consequently CIA has not been reaching it's annual CFC goal. This situation can be viewed from two vantage points, what can be done to increase participation, or what has caused the decrease in participation and if so, can this be rectified.

At this juncture it should be noted that CFC management for all of the National Capital Area has been trying to cope with the yearly increase in the goals, and every decreasing participation by federal employees.

The following should be considered as possible areas where changes can be made in the hope that participation by CIA employees can be increased. 1 - Endorsement by Top Management 2 - Increased involvement by Directorate Representatives 3 - Apathy of some employees.

The endorsement and involvement in CFC by all of management has to be increased and this can be done in various ways, but has to be done within all directorates and component levels in order to be successful. This is partly based on the involvement of top management at other Agencies which have constantly been successful in obtaining their goals. The involvement of top management at all levels can be approached in various ways but to discuss this now is not the intent of this paper.

The participation of the directorate representatives should be increased to the point that they should be meeting before and during the campaign with their assigned vice chairpersons for the components and offices within their directorates. This would be just one step in the direction of increasing participation within the directorates and opening up an avenue of participation and involvement between components at the directorate level.

It should be noted that over the years, and to date, the DDI Directorate has always exceeded its CFC goal. The success can be attributed in part to the interest of the Directorate representative and management at all levels before and during the campaign. [For example, during the campaign each component vice-chairperson is required to report on Friday the number of pledge cards returned and an estimate in dollars and cents of those who are participating. These component reports are tabulated by the Directorate representative who then submits them to the DDI. The DDI reports the weekly results the following Tuesday as an item on the Agenda to be reported to his office directors. The DDI Directorate has always stressed the importance of having the pledge cards returned to key-persons as soon as possible, thereby avoiding lost cards and enhancing early reporting. Progress during the campaign is displayed on the DDI bulletin board.]

Recent decreases in participation can be traced in part to increasing apathy towards charities in general. This attitude by some people has been reinforced by recent revelations of corruption and questionable administrative costs by some charitable

organizations. Perhaps increased advertisement of the scope and mission of the various organizations during the CFC campaign may be one way of overcoming apprehensions by potential contributors. This would have to be in addition to the material that is already provided to employees during the CFC campaign.

In summary, the above mentioned areas are worth close attention and will allow for various approaches while trying to improve participation in future CFC campaigns.

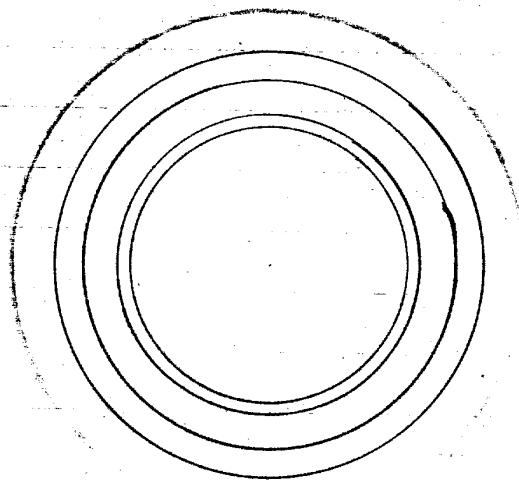
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OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	DC/BSD		
2			
3	C/BSD		
4			
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6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
C/PAB Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040006-1			2/3/77
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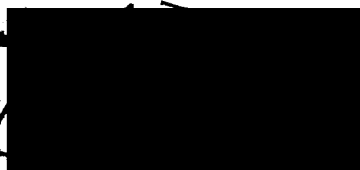
STATINTL



2,000 P3  
155  
238



(EVANS)  
Ben:



STATINTL

390  
347  
43

They have a quiet look  
into some meaning

Blue collar w/ black  
sweaters fall off  
and when AF and ops staff  
so low.

MEMORANDUM  
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TO:

☒ YOU WERE CALLED BY—

☐ YOU WERE WANTED BY

OF (Organization)

☒ PLEASE CALL →

PHONE N  
CODE/EX

☐ WILL CALL AGAIN

☐ RETURNED YOUR CALL

☐

☐ WISHES AN APPOINTMENT

MESSAGE

STATINTL

STATINTL

RECEIVED BY

DATE

TIME

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STANDARD FORM 63  
REVISED AUGUST 1967  
GSA FPMR (41 CFR) 101-11.6

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~~SECRET~~

Rpt of CFC

24 Nov 76

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